 Office of Systems Integration "SERVING CALIFORNIA"	ADMINISTRATIVE POLICY Control Number: OSI-AP-08-03
Project Management	Effective Date: August 28, 2008

Introduction

Project Management is the overarching discipline used by the OSI for the acquisition, and maintenance of software intensive systems covering the full range of life cycle activities from initiation to closeout. Due to the unique characteristics that distinguish the OSI projects, existing government standards and practices have not always provided sufficient guidance and direction. OSI Best Practices Website, addresses project needs by providing a resource for policies, standards, guidance, and industry best practices.

Purpose

The Office of Systems Integration (OSI) requires all OSI Projects to apply efficient, effective, and repeatable standards and processes that have enabled the OSI to successfully implement and continuously improve its projects.

Policy

It is the policy of OSI to follow, adhere to, and implement proven project management best practices in accordance with the Institute of Electronics and Electrical Engineers (IEEE) standards, the Office of the State Chief Information Officer (OCIO) IT Project Oversight Framework, and the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) methodology. Project Managers shall comply with the requirements and procedures referenced in this policy document and described in OSI procedures for project management.

Procedures

This policy shall be supported by five individual procedures which shall supplement and directly reference this policy, and which shall provide direction to the department's staff and managers on the specific authorized means for achieving the goals and objectives of this Policy. The supporting procedures include: OSI-AP-08-11 Initiation, OSI-AP-08-12 Planning, OSI-AP-08-13 Execution, OSI-AP-08-14 Monitoring & Control, and OSI-AP-08-15 Closeout.

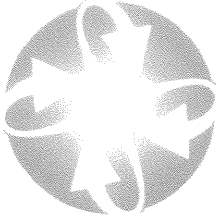
Approval



8/29/08

PAUL BENEDETTO
Chief Deputy Director

Date

 <p>Office of Systems Integration "SERVING CALIFORNIA"</p>	<p>PMO PROCEDURE</p> <p>Control Number: OSI-AP-08-11</p>
<p>Project Initiating Procedure</p>	<p>Effective Date: August 28, 2008</p>

1.0 Purpose:

In support of OSI Policy on Project Management #OSI-AP-08-03, this procedure establishes the process by which OSI projects are initiated. The Initiating process begins with Project Concept Statement Development and ends with conducting the Initiation Phase Review Meeting.

2.0 Definitions and References:

2.1 Office of Systems Integration: The Office of Systems Integration (OSI) provides project management services for the California Health and Human Services Agency. The OSI also provides standards, guidelines, policies and procedures for the efficient, effective and successful initiation, planning, execution and closure of these projects.

2.2 Project Charter: A formal document that describes the purpose, expected outcomes, and high-level milestones and approach to the project. The charter is used to confirm expectations with the project sponsor and stakeholders, and to formally authorize the project.

2.3 Project Concept Statement: A brief statement summarizing the purpose, approach, necessary resources, risks, and impacts of a proposed project/initiative. Executive management uses the concept statement to determine if the proposed project/initiative can be successful based on current resource availability, skill sets and timelines. If approved, the concept statement is used to create the Project Charter.

2.4 Other References:

2.4.1 Information Technology (IT) Oversight Framework
http://www.cio.ca.gov/Government/IT_Policy/pdf/IT_OvrsghtFrmwrkR2-25-04s.pdf

2.4.2 Project Management Body of Knowledge (PMBOK) Third Edition, Project Management Institute (PMI)

2.4.3 Office of Systems Integration, Best Practices Website (BPWeb)
<http://www.bestpractices.osi.ca.gov>

3.0 Role and Responsibilities:

- 3.1 Project Sponsor: The Project Sponsor is responsible for advocating for the project at the executive level and with control agencies and stakeholders. The Sponsor is responsible for approving the project charter, assigning the Project Manager, and authorizing the project to proceed to the planning phase.
- 3.2 Project Manager: The Project Manager is responsible for developing the Project Charter along with the Project Sponsor.
- 3.3 Executive Management: Executive Management is responsible for signing and approving Project Concept Statement and Project Charter.
- 3.4 Project Stakeholders: Project Stakeholders are responsible for signing and approving the Project Concept Statement and Project Charter.

4.0 Procedure:

Note: Not all project activities are sequential and many are iterative based on the project needs.

ACTIVITY

DESCRIPTION

1. Develop Project Concept Statement

The Project Concept Statement is a written request for a project by an individual or group within the organization. The project request indicates a desire for a project rather than a mutual agreement and commitment to perform it. The Project Concept Statement provides a preliminary scope, budget, schedule, number of resources needed and identify the project funding source to complete the project.

2. Approve the Project Concept Statement

The Executive Management and Project Stakeholders will approve the Project Concept Statement.

3. Assign Project Manager

The Project Sponsor assigns or hires a Project Manager for the project. If necessary, an acting Project Manager might be assigned until the official Project Manager is hired by OSI. The acting PM must be available on a full-time basis to support this effort.

4. Develop Project Charter

The Project Manager is responsible for development of the project charter based on the approved concept statement. The Project Charter formally establishes a project and authorizes the Project Manager to use organizational resources to perform project activities.

5. Review, Approval and Authorization of Project Charter

The Project Manager, Executive Management and Project Sponsor review and approve the Project Charter, as listed in the Project Charter. This activity is complete when the Project Charter has been signed and approved.

6. Begin Development of Project Funding Documentation

The Project Manager begins the process to obtain state and/or federal funding based on the identified funding source identified in the Project Concept Statement. Refer to the Project Funding Approval Life Cycle.

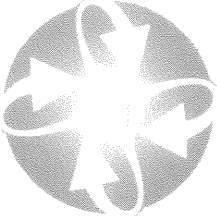
7. Complete Initiation Phase Review and Lessons Learned

The Project Manager contacts all participating stakeholders to review and document lessons learned in the initiation phase.

5.0 Revision History

History of document changes, whether they are minor typographical errors, major improvements, or re-engineering efforts.

Date	Revision Number	Change
	1.0	New Procedure

 Office of Systems Integration "SERVING CALIFORNIA"	PMO PROCEDURE Control Number: OSI-AP-08-12
Project Planning Procedure	Effective Date: August 28, 2008

1.0 Purpose:

In support of OSI Policy on Project Management #OSI-AP-08-03, this procedure establishes the process by which projects are planned. The process begins with project readiness and ends with planning phase review. The purpose of the Project Planning Phase is to identify and document scope, business requirements, tasks, schedules, costs, risk, quality, and staffing needs.

2.0 Definitions and References:

- 2.1 Acquisition Life Cycle: The Acquisition Life Cycle begins with the decision to acquire a product/service. It includes all the activities necessary for the Project to solicit, evaluate, and award a contract to a vendor for a new/revised system after obtaining approvals and funding for development, implementation, and ongoing operations of the system.
- 2.2 Budget Change Proposal (BCP): A proposal to change the spending authority for project activities authorized by the DOF. A BCP is also required for any current year changes in spending authority. The DOF annually issues a Budget Letter with specific instructions for preparing BCPs. The term BCP can be used in a generic sense to refer to both the fall and spring process documents, or to specifically refer to the fall process document (the spring process document is referred to as a spring finance letter).
- 2.3 Feasibility Study Report (FSR): The state approval document required for initial project approval that contains analyses of options, cost estimates and other project information. The format of the FSR is dictated by the OCIO.
- 2.4 Implementation Advance Planning Document (IAPD): The IAPD is used as a project approval. If the federal government decides to fund the project in phases, the IAPD Update is then used as funding document for the Development and Implementation, and Maintenance and Operations

Development and Implementation, and Maintenance and Operations phases. The IAPD, customized to meet state requirements, is sometimes accepted in lieu of the FSR.

- 2.5 Information Technology Capital Plan (ITCP): the ITCP is a plan that identifies departments' proposed IT investments, their business goals and objectives, infrastructure replacement plans, and summary information concerning existing approved reportable projects.
- 2.6 Information Technology Procurement Plan (ITPP): The ITPP is a mandated document that describes the strategy the project will use in procuring good and services from a vendor.
- 2.7 Master Project Management Plan: A formal document that defines how the project is Executed, Monitored and Controlled, and Closed. The Master Project Plan includes or references other detailed plans including:
 - 2.7.1 Cost Management
 - 2.7.2 Quality Management
 - 2.7.3 Staff Management
 - 2.7.4 Communication Management
 - 2.7.5 Risk Management
 - 2.7.6 Procurement Management
 - 2.7.7 Contract Management
 - 2.7.8 Governance with Issue Escalation and Resolution Process
 - 2.7.9 Configuration Management
 - 2.7.10 Change Management
- 2.8 Office of Systems Integration: The Office of Systems Integration (OSI) provides project management services for the California Health and Human Services Agency. The OSI also provides standards, guidelines, policies and procedures for the efficient, effective and successful initiation, planning, execution and closure of these projects.
- 2.9 Planning Advance Planning Document (PAPD): A PAPD is to be reimbursed for planning phase costs for the Initiation, Planning and Procurement phases of a project. The federal government requires the State obtain prior written approval prior to conducting a procurement. Upon selection of a vendor and agreement on project costs, the project submits an Implementation Advance Planning Document (IAPD).
- 2.10 Project Funding Approval Life Cycle: The Project Funding Approval Lifecycle describes the process by which departments receive authorization to undertake an Information Technology Project. The purpose of this process is to establish the business case for the investment of resources in the project and to analyze and justify its costs and benefits. The approach will vary depending upon whether state or federal funding will be requested, both of which require the creation of

specific project and funding approval documents. Control agency project and funding approval must be received before beginning work on the project or expending any funds.

2.11 Other References:

2.11.1 Information Technology (IT) Oversight Framework

http://www.cio.ca.gov/Government/IT_Policy/pdf/IT_OvrsghtrmwrkR2-25-04s.pdf

2.11.2 Project Management Body of Knowledge (PMBOK) Third Edition, Project Management Institute (PMI)

2.11.3 Office of Systems Integration, Best Practices Website (BPWeb)

<http://www.bestpractices.osi.ca.gov>

3.0 Roles and Responsibilities:

3.1 Project Manager: The Project Manager is responsible for developing the Master Project Management Plan along with the Project Sponsor. The Project Manager will also manage both the Project Funding and Acquisition life cycles.

3.2 Project Sponsor: The Project Sponsor is responsible for advocating for the project at the executive level and with control agencies and stakeholders.

3.3 Project Team: The Project Team is responsible for performing the tasks defined for them in the staff management portion of the Master Project Management Plan.

3.4 California Department of Finance (DOF): Budget Unit– Analysts from the Department of Finance will participate in an oversight capacity during development of the initial project funding approval requests.

3.5 Office of the California Information Officer (OCIO): Analysts from the OCIO will participate in an oversight capacity during development of an information systems project to ensure that it meets State requirements and is consistent with the Information Technology Capital Plan.

4.0 Procedure:

Note: Not all project activities are sequential and many are iterative based on the project needs.

ACTIVITY

DESCRIPTION

1. Conduct Project Readiness

The Project Manager uses the authority of the Project Charter to officially begin the process of shaping the project. The Project

Manager will begin to organize the Project Office infrastructure, environment, tools and assemble the project team in preparation of the project beginning with awarded contractor.

2. Develop Master Project Management Plan

The Project Manager begins development of the Master Project Management Plan. The Master Project Management Plan is a formal, consolidation of project planning documents that is used to manage and guide both project execution and project control. It forms the basis for all project management efforts associated with the project. The Master Project Management Plan integrates and coordinates each of the project management plans to create a consistent, coherent document.

3. Approve the Master Project Management Plan

The Project Manager will present the Master Project Management Plan to executive management for review, buy-in and approval of the plan.

4. Manage the Project Funding Approval Process

The Project Manager will manage the project funding approval process.

State Funding: Developing the Feasibility Study Report (FSR), and Budget Change Proposal (BCP).

Federal Funding: If this is federally funded project, begin development of the Planning Advance Planning Document (PAPD) or Implementation Advance Planning Documents (IAPD).

Refer to the Project Funding Approval Life Cycle for further details.

The project is not official until both the Feasibility Study Report AND the Project Funding documentation has been approved.

5. Manage the Acquisition Process

The Project Manager will manage the project acquisition process. This begins with the drafting of the Information Technology Procurement Plan. Refer to the Acquisition

Life Cycle for further details.

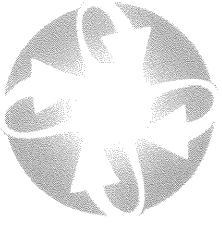
6. Complete Planning Phase Review and Lessons Learned

The Project Manager contacts all participating stakeholders to review and document lessons learned in the planning phase.

5.0 Revision History

History of document changes, whether they are minor typographical errors, major improvements, or re-engineering efforts.

Date	Revision Number	Change
	1.0	New Procedure

 Office of Systems Integration "SERVING CALIFORNIA"	PMO PROCEDURE Control Number: OSI-AP-08-13
Project Executing Procedure	Effective Date: August 28, 2008

1.0 Purpose:

In support of OSI Policy on Project Management #OSI-AP-08-03, this procedure establishes the process by which projects are executed. The processes are used to complete the work defined in the project management plans to accomplish the project's requirements as defined in the charter, FSR/APD, and/or project scope statement.

2.0 Definitions and References:

2.1 Master Project Management Plan: A formal document that defines how the project is Executed, Monitored and Controlled, and Closed. The Master Project Plan includes or references other detailed plans including:

- 2.1.1 Cost Management
- 2.1.2 Quality Management
- 2.1.3 Staff Management
- 2.1.4 Communication Management
- 2.1.5 Risk Management
- 2.1.6 Procurement Management
- 2.1.7 Contract Management
- 2.1.8 Governance with Issue Escalation and Resolution Process
- 2.1.9 Configuration Management
- 2.1.10 Change Management

2.2 Office of Systems Integration: The Office of Systems Integration (OSI) provides project management services for the California Health and Human Services Agency. The OSI also provides standards, guidelines, policies and procedures for the efficient, effective and successful initiation, planning, execution and closure of these projects.

2.3 Other References:

- 2.3.1 Information Technology (IT) Oversight Framework
http://www.cio.ca.gov/Government/IT_Policy/pdf/IT_OvrsghtFrmwrkR2-25-04s.pdf
- 2.3.2 Project Management Body of Knowledge (PMBOK) Third Edition, Project Management Institute (PMI)
- 2.3.3 Office of Systems Integration, Best Practices Website (BPWeb)
<http://www.bestpractices.osi.ca.gov>

3.0 Roles and Responsibilities:

- 3.1 Contract Manager: The Contract Manager is responsible for managing and tracking the Contractor contracts for the project. This includes negotiating amendments, reviewing work authorizations and invoices, and ensuring that all contractual terms and deliverables are met.
- 3.2 Project Sponsor: The Project Sponsor is responsible for advocating for the project at the executive level and with control agencies and stakeholders.
- 3.3 Project Manager: The Project Manager executes the project management plans. The Project Manager continuously manages and evaluates the overall project performance to provide confidence that the project will satisfy the relevant quality standards.
- 3.4 Project Team: The Project Team is responsible for performing the tasks defined for them in the project staffing plan and project master plan. Team members will consist of people having various skills sets, at varying levels of performance, from multiple organizations within the public and private sectors. Team members will be determined by the needs of the project and will fluctuate as the project continues. Team members will consist of permanent, limited term and contracted employees at all levels within the project.
- 3.5 Quality Manager: The Quality Manager is charged with overseeing and ensuring both product and process quality for the project. The Quality Manager provides insight into the project and contractor methods of doing business by reviewing process and product activities for adherence to standards and plans.

4.0 Procedure:

Note: Not all project activities are sequential and many are iterative based on the project needs.

ACTIVITY**DESCRIPTION**

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|---|--|
| 1. Begin Execution Phase Activities | The Project Manager can begin delivery phase activities following the completion of all planning phase activities including approval of the PMP, project funding, FSR/APD, and project acquisitions. |
| 2. Assemble Execution Phase Project Team | The Project Manager follows the necessary steps for obtaining the human resources needed to complete the project. |
| 3. Develop Team | The Project Manager evaluates each individual skill sets to ensure that the each team member has the proper skill sets for each upcoming project phase |
| 4. Assign Resources | The Project Manager assigns resources to each of the project tasks as identified in the project schedule. |
| 5. Execute Project Management Plans | The Project Manager executes the project management plan activities by performing the activities contained within each of the plans such as Communication Plan, Risk Management Plan, etc. |
| 6. Direct and Manage Project Execution | The Project Manager will direct the various technical and organizational resources that exist in the project to execute the work defined in the project management plans. |
| 7. Execute Task Assignments | The Project Team Members execute tasks as assigned performing the activities of the project in accordance with the project management plan. |

8. Conduct Progress Status Meetings

The Project Manager conducts all of the progress status meetings. Status on all work accomplished is collected and will provide input into the overall project performance report.

Based on the progress meetings, information is made available to all appropriate stakeholders in a timely manner.

9. Update Project Schedule and Management Plans

The Project Manager updates the Project Schedule and Management plans as the project moves through the life cycles. Normal execution variances will cause some re-planning. Such variances may or may not affect the project management plans or schedule.

10. Quality Assurance

The Quality Manager continuously evaluates the overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards. Quality Assurance process is necessary for applying the planned, systematic quality activities to ensure that the project employs all processes needed to meet requirements.

11. Acceptance of Deliverables

The Contract Manager will receive, review and accept project deliverables.

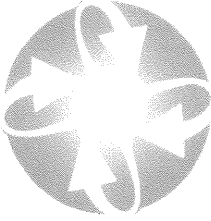
12. Complete Execution Phase Review and Lessons Learned

The Project Manager contacts all participating stakeholders to review and document lessons learned in the execution phase.

5.0 Revision History

History of document changes, whether they are minor typographical errors, major improvements, or re-engineering efforts.

Date	Revision Number	Change
	1.0	New Procedure

 <p>Office of Systems Integration "SERVING CALIFORNIA"</p>	<p>PMO PROCEDURE</p> <p>Control Number: OSI-AP-08-14</p>
<p>Project Monitoring & Controlling Procedure</p>	<p>Effective Date: August 28, 2008</p>

1.0 Purpose:

In support of OSI Policy on Project Management #OSI-AP-08-03, this procedure establishes the process that projects use to monitor and control the processes associated with initiating, planning, executing, and closing a project. The process begins with those processes performed to observe project execution so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project. The monitoring and controlling process is performed throughout the life of the project.

2.0 Definitions and References:

2.1 Integrated Change Control: Project performance must be monitored and measured regularly to identify variances from the management plans. Change Control includes taking preventive action in anticipation of possible problems. Integrated Change Control is coordinating changes across the entire project.

2.2 Master Project Management Plan: A formal document that describes the key milestones, resources, project approach, project strategic plan, acquisition processes, and its supporting processes. The MPP includes or references other detailed plans including:

- 2.2.1 Cost Management
- 2.2.2 Quality Management
- 2.2.3 Staff Management
- 2.2.4 Communication Management
- 2.2.5 Risk Management
- 2.2.6 Procurement Management
- 2.2.7 Contract Management
- 2.2.8 Governance with Issue Escalation and Resolution Process
- 2.2.9 Configuration Management
- 2.2.10 Change Management

2.3 Office of Systems Integration: The Office of Systems Integration (OSI) provides project management services for the California Health and Human Services Agency. The OSI also provides standards, guidelines, policies and procedures for the efficient, effective and successful initiation, planning, execution and closure of these projects.

2.4 Other References:

2.4.1 Project Management Body of Knowledge (PMBOK) Third Edition
Project Management Institute (PMI).

2.4.2 Office of Systems Integration, Best Practices Website (BPWeb)
<http://www.bestpractices.osi.ca.gov>

3.0 Roles and Responsibilities:

3.1 Financial Analyst: The Financial Analyst is responsible for managing, tracking and controlling project budget/costs, coordinating/preparing budgetary documents, e.g., Special Project Reports and OSI Budget Change Proposals, reviewing budget/contract expenditures, and collecting and reporting financial metrics.

3.2 Project Manager: The Project Manager executes the project management plans. The Project Manager continuously manages and evaluates the overall project performance to provide confidence that the project will satisfy the relevant quality standards.

3.3 Project Scheduler: The Project Scheduler is responsible for coordinating, managing and controlling inputs to the project plan.

3.4 Project Sponsor: The Project Sponsor is responsible for advocating for the project at the executive level and with control agencies and stakeholders. The Project Sponsor is responsible for approving the project charter and authorizing the project to proceed to the next project phase.

3.5 Project Team: The Project Team is responsible for performing the tasks defined for them in the project staffing plan and project master plan. Team members will consist of people having various skills sets, at varying levels of performance, from multiple organizations within the public and private sectors. Team members will be determined by the needs of the project and will fluctuate as the project continues. Team members will consist of permanent, limited term and contracted employees at all levels within the project.

3.6 Quality Manager: The Quality Manager is charged with overseeing and ensuring both product and process quality for the project. The Quality Manager provides insight into the project and contractor methods of doing business by reviewing process and product activities for adherence to standards and plans

3.7 Risk Manager: The Risk Manager is responsible for managing, tracking, and controlling risks on the project.

4.0 Procedure:

Note: Not all project activities are sequential and many are iterative based on the project needs.

ACTIVITY

DESCRIPTION

1. Scope Verification and Control

The Project Manager performs scope verification and control that identifies and manages all elements (people, requirements, and technology) inside and outside of the project that increase or decrease the project scope beyond the required or defined need of the original, agreed upon Project Scope. This is done through a variety of techniques and as documented in the Master Project Management Plan.

2. Schedule Control

The Project Scheduler performs schedule control which involves influencing the factors that create schedule changes to ensure that changes are beneficial, determining that the schedule has changed and managing the actual changes when and as they occur. This is done through a variety of techniques and as documented in the Master Project Management Plan.

3. Cost Control

The Financial Analyst performs the cost control process of influencing the factors that create changes to the cost baseline to ensure that changes are beneficial, determining that the cost baseline has changed and managing the actual changes when and as they occur. This is done through a variety of techniques and as documented in the Project's Cost Management Plan.

4. Quality Control

The Quality Manager performs quality control which involves monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory results. This is done through a variety of techniques and as documented in the Quality

Management Plan.**5. Performance Reporting**

The Project Manager continuously utilizes performance reporting as a necessary process for collecting and distributing performance information. This includes status reporting, progress measurement, and forecasting.

6. Risk Control

The Risk Manager invokes the risk control process to track identified risks, monitoring residual risks, identifying new risks, executing risk response plans, and evaluating their effectiveness throughout the project life cycle. This is done through a variety of techniques and as documented in the Risk Management Plan.

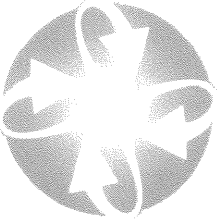
7. Contract Administration

The Contract Manager continuously utilizes contract administration process of ensuring that the contractor's performance meets contractual requirements. This is detailed in the Contract Management Plan.

5.0 Revision History

History of document changes, whether they are minor typographical errors, major improvements, or re-engineering efforts.

Date	Revision Number	Change
	1.0	New Procedure

 <p>Office of Systems Integration "SERVING CALIFORNIA"</p>	<p>PMO PROCEDURE</p> <p>Control Number: OSI-AP-08-15</p>
<p>Project Closing Procedure</p>	<p>Effective Date: August 28, 2008</p>

1.0 Purpose:

In support of OSI Policy on Project Management #OSI-AP-08-03, this procedure includes the processes used to formally terminate all activities of a project or project phase. These Close processes are performed once all defined project objectives have been met, reassigns and/or releases project resources, and the customer has formally accepts the project's product.

2.0 Definitions and References:

- 2.1 Office of Systems Integration: The Office of Systems Integration (OSI) provides project management services for the California Health and Human Services Agency. The OSI also provides standards, guidelines, policies and procedures for the efficient, effective and successful initiation, planning, execution and closure of these projects.
- 2.2 Post Implementation Evaluation Report (PIER): A PIER is created at the completion of an IT project and describes the results of the project, including actual completion dates and costs, objectives achieved, lessons learned, and corrective actions for any objectives not achieved. The format of the PIER is dictated by the OCIO.
- 2.3 Request for Formal Acceptance Letter: This is a memorandum from the Project Manager to the Sponsor requesting that the sponsor formally accept that the project is complete. This would normally be signed by the Director.
- 2.4 Other References:
 - 2.4.1 Project Management Body of Knowledge (PMBOK) Third Edition , Project Management Institute (PMI).
 - 2.4.2 Office of Systems Integration, Best Practices Website (BPWeb)
<http://www.bestpractices.osi.ca.gov>
 - 2.4.3 Post Implementation Evaluation Report (PIER) Template - SIMM Section 50: http://www.cio.ca.gov/Government/IT_Policy/SIMM.html

3.0 Roles and Responsibilities:

- 3.1 Contract Manager: The Contract Manager is responsible for managing and tracking the Prime Contractor and consulting contracts for the project. This includes negotiating amendments, reviewing work authorizations and invoices, and ensuring that all contractual terms and deliverables are met.
- 3.2 Financial Analyst: The Financial Analyst is responsible for managing and tracking project budget/costs, coordinating/preparing budgetary documents, (e.g., Special Project Reports, Advance Planning documents, OSI Budget Change Proposals and Supplementary Premise Information) reviewing budget/contract expenditures, and collecting and reporting financial metrics.
- 3.3 Project Manager: The Project Manager is responsible for obtaining customer and management sign-off, close out any open action items, close out any financial accounts, develop a Post Implementation Evaluation Report, archive all project documentation, conduct lessons learned, assist with contract closeout, assist in resource transition from the project and celebrate success.
- 3.4 Project Sponsor: The Project Sponsor is responsible for advocating for the project at the executive level and with control agencies and stakeholders.
- 3.5 Project Team: The Project Team is responsible for performing the tasks defined for them in the project staffing plan and project master plan. Team members will consist of people having various skills sets, at varying levels of performance, from multiple organizations within the public and private sectors. Team membership will be determined by the needs of the project and will fluctuate as the project continues. Team members will consist of permanent, limited term and contracted employees at all levels within the project.
- 3.6 Quality Manager: The Quality Manager is charged with overseeing and ensuring both product and process quality for the project. The Quality Manager provides insight into the project and contractor methods of doing business by reviewing process and product activities for adherence to standards and plans.

4.0 Procedure:

Note: Not all project activities are sequential and many are iterative based on the project needs.

ACTIVITY**DESCRIPTION****1. Collect Contract Documentation**

The Contract Manager begins the tasks to close out the contract. To close a contract, it is important to collect all of the pertinent documentation for review. This will include all of the original contracts and supporting documentation such as schedules, contract changes, and performance reports.

2. Complete Contractor Final Review

The Contract Manager performs the Contractor Final Review which includes a formal completion review of all requirements, deliverables and change orders. The project will review all contracts and verify that all requirements and deliverables specified in each contract have been met and that any change to the contract requirements or deliverables has been documented, approved and completed.

3. Formal Acceptance

The Project Manager, on behalf of the Project Sponsor, will draft the Formal Acceptance letter only after all contractual obligations have been met and verified. The formal Acceptance letter provides the contracted company or organization with a formal written notice that the contract is complete. Standard language for acceptance and closure is usually found in the original contract.

4. Administrative Closure

The Project Manager begins the administrative closure process by preparing the closure documentation of the project deliverables for the customer as well as taking other administrative actions to ensure that the project and its assets are redistributed.

5. Financial Closure and Audit

The Financial Analyst begins the Financial Closure process of completing and terminating the financial and budgetary aspects of the project. This closure process includes both (external) contract closure and

(internal) project account closure.

A financial audit will be conducted at project closure by performing a thorough examination of a project including a detailed overview of the project's financial procedures, budgets, records, etc.

6. Archiving

The Project Manager ensures that all documentation related to the project has been archived, both hard and soft copies. A summary report of all archived project record information collected needs to include information such as a description of the project, a project organization chart, budgeted and actual cost, and budgeted and actual schedule.

7. Personnel and Facilities

The Project Manager handles this closure process with the reassignment and reallocation of agency personnel and equipment that have been used during the project.

8. Complete Closeout Phase Review and Lessons Learned

The Project Manager will hold a lessons learned session which is a valuable closure and release mechanism for the project team. It allows for an exchange of observations of the project's performance to aid with future projects of a similar nature.

9. Celebrate Project Success

Celebrate the success of completing a project! It is important to recognize teams that have met this goal. When success in a project is achieved, be certain to provide some recognition to the team. Informal, formal recognition or Superior Accomplishment Awards can be done.

10. Complete PIER

The Project Manager along with the Project Team will complete the PIER document. The PIER is created at the completion of an IT project and describes the results of the project, including actual completion dates and costs, objectives achieved, lessons learned, and corrective actions for any objectives not achieved. The format of the PIER is dictated by the OCIO.

5.0 Revision History

History of document changes, whether they are minor typographical errors, major improvements, or re-engineering efforts.

Date	Revision Number	Change
	1.0	New Procedure